

## **NASA LEADERSHIP DEVELOPMENT PROGRAM (LDP)**

**LDP MISSION** – The Leadership Development Program will open to the Mission page (Next Page)

One button will be LDP Guide that will expand when you hover and let you choose from the sections listed below. For II (and other sections that have sub-sections) that would expand further to let you choose those options.

On EACH page Chris would like a link to Mission Result Stories, which I will send very soon.

### **I. LDP OVERVIEW**

### **II. SELECTION CRITERIA, PROCESS & SCHEDULE**

- Selection Criteria
- Selection Process
- Selection Schedule

### **III. NOMINATION FORMS**

### **IV. PROGRAM DESIGN – KEY ELEMENTS**

- Results Based Leadership Model
- Leadership Workshops and Schedule
- Developmental Work Assignments
- Collateral Work Assignments
- Training
- Mentoring and Coaching
- Leadership Benchmarking
- Agency-Wide Results Project

### **V. ACCOUNTABILITY AND PERFORMANCE**

- Accountability
- Performance
- LDP Program Reports
- LDP Program Evaluation

### **VI. ADMINISTRATION AND TRAVEL**

- Funding
- Travel Procedures and Authorization
- Travel Other Than the Authorized Program Trips
- Per Diem Authorization
- Leave
- Policy on Job Offers
- Family Considerations

### **VII. REENTRY AND AGENCY MOBILITY**

- Reentry Process
- Agency Mobility

## **NASA's Leadership Development Program Mission**

*To develop effective leaders who align with NASA's mission and vision of the future, and who are dedicated to creating measurable results that matter to the American people.*

Results are not an academic aspect of the Leadership Development Program (LDP), but are the core of the work that is done as part of the LDP development year. Participants will not only grapple with how leaders target and achieve meaningful results, but also will actually produce real results during their program year.

Candidates are selected competitively from across the Agency as part of NASA's strategic succession-planning process. Employees interested in applying for the LDP should speak to their management and carefully review the selection guidelines and enclosed information.

Employees participating in the LDP are required to continue in the service of the Federal Government for a period equal to three times the length of the development program (3 years in the case of LDP), unless the employee is involuntarily separated in accordance with 5 CFR U.S.C. 4109 (a)(1) (1997). NASA takes this commitment seriously as it is the Agency's policy to invest in future leaders in public service.

## **LDP OVERVIEW**

To ensure mission success into the future, NASA needs a diverse cadre of leaders who are adaptable, inspire, motivate, and guide others to produce tangible results, who mentor and challenge the workforce, and who demonstrate high standards of honesty, integrity, trust, openness, and respect.

As part of NASA's integrated Strategic Human Capital Plan, the LDP is a key succession-planning tool aimed at ensuring that the Agency has the right kind and number of diverse leaders to achieve mission success.

**Specifically, the NASA Leadership Development Program (LDP) is intended to:**

- Prepare leaders to take on higher and broader roles and responsibilities in the near future,
- Provide opportunities to obtain experiential understanding of Agency-wide, national and global issues and their impact on NASA's mission and U.S. goals,
- Enhance understanding, effectiveness and mobility across programs, projects and Centers,
- Provide opportunities to participate and contribute while learning, and
- Create a culture of collaborative leaders who understand and focus on achieving valuable results that matter to the American people and to the world.

### **The LDP as Part of NASA's Leadership Succession Planning:**

As part of an integrated Strategic Human Capital Plan, the LDP is a succession-planning tool aimed at ensuring that NASA has the leaders it needs for the future. The LDP is intended to prepare leaders to take on higher and broader roles and responsibilities in the near future.

The LDP is NOT a "guarantee" of a future promotion or selection for a particular position. Rather, future promotion is dependent upon the increased leadership effectiveness of the individual participant.

While the LDP is aligned with the NASA SES selection criteria, it is not an "SES Development Program", and is not a pre-requisite for entry into the SES. Those specifically interested in candidacy for SES selection should consider NASA's SES Candidate Development Program.

# SELECTION CRITERIA, PROCESS & SCHEDULE

## Selection Criteria

Using an Agency-wide competitive process, the LDP targets high-performing GS 13-15 civil servants who are committed to serving in NASA, and are seen as future Center and Agency leaders. Centers should use the following criteria in choosing the best candidates to support the achievement of Center and Agency missions and goals.

### Timing

- Candidates selected for the LDP should be individuals that the Center Director expects to take on broader responsibility upon returning to their Home Centers or shortly thereafter.

### Characteristics and Abilities

Individuals must demonstrate the ability or have shown high potential to:

- Produce Tangible Mission Results. Assures that team/organizational goals and objectives are achieved in a timely and effective manner.
- Be Open to Feedback and New Ideas: Manages self in a manner that fosters learning and high performance. Is willing to be coached and has the ability to be self-critical. Thinks “out-of-the-box.”
- Take Risks: Applies critical and appropriate judgment to decision making and thinking strategies to interpersonal, organizational and complex societal issues.
- Understand Center, NASA and National Goals: Has a broad understanding of the Center’s role in meeting NASA goals. Works to increase collaboration and cooperation across NASA. Has a strong commitment to enhancing NASA’s impact on National goals and improving the quality of life on Earth.
- Lead Teams or Projects: Actively leads and manages teams and integrates program goals and values and organizational, stakeholder and customer needs.

- Work Well With Others: Works to build and maintain trust and supportive relationships. Understands and knows how to leverage the impact of the informal organization to accomplish goals.
- Have Unquestioned Credibility: Has the respect of supervisors, peers and subordinates.
- Possess Respected Technical Competency: Maintains a high level of competency in his/her technical or functional discipline.

In addition candidates must:

- Be a full-time, NASA civil servant.
- Be Willing to Make a Commitment to NASA: All participants must sign a three-year continuing service agreement prior to being accepted as a candidate for the LDP.
- Meet Grade Requirements: Candidates must be grade 13, 14 or 15.
- Have the Prerequisite Training: MIP/MEP or Equivalent. Equivalent training includes courses or programs that provide tools or processes that enable participants to gain an understanding of their strengths and weaknesses.

## **Individual Development Plan**

Developmental planning is an integral part of the LDP because it provides a rational, systematic framework for assessing developmental needs in terms of both the individual's career goals and NASA's human resources needs. The Individual Development Plan (IDP) is a statement of specific job-related knowledge and skills that the individual seeks to improve or strengthen, along with the activities planned to acquire the desired knowledge and experience. Candidates who do not already have a Center IDP should contact their supervisor before proceeding.

## **Selection Process**

Center Director's should submit the number of nominees needed to fully support the Center's succession planning needs. The Agency's need and financial resources available will determine the actual number of participants each year. Employees who wish to be considered for the LDP can initiate the nomination process, but require the full support and endorsement of their supervisor and line management including the Center Director to advance in the process.

Center Directors will submit nominees in priority order to their Institutional Program Office Associate Administrator (AA). The AA will have the option of identifying an Enterprise priority before submitting candidates to the NASA Training and Development Office, Code FT.

Nominees will then be subject to an Agency-wide competition conducted by the NASA Executive Development Education Panel (EDEP). Nominees will be selected based on a paper review only. No interview will be held.

## **Selection Schedule**

The following is the annual schedule for the selection of LDP candidates.

February	Centers post developmental assignment opportunities available on their Web site with links to the HQ LDP Developmental Opportunities site.
March	Headquarters publishes a call for nominees.
May	Centers issue call for nominees (date may vary by Center).
June – August	Each Center and Headquarters Office identifies individuals who have demonstrated the potential to assume greater responsibility within the Agency and hold local competition.
August	Centers submit nominees to Institutional Program Office AA.
September 1	Nominations due to Headquarters, Code FT along with Enterprise priorities.
September – November	EDEP reviews and recommends candidates and NASA Human Resource Assistant Administrator approves.
December 1	AA's and Center Directors notified of employees selected.
December 15	Employees notified

## **NOMINATION FORMS**

Candidates for the LDP are required to complete and submit the following:

- NASA Development Programs Nomination (NASA Form 1591, May 03),
- Supplemental Attachment: Leadership Development Program (NASA Form 1591D, May 03), including a description of the intended primary assignment and its location.
- A Center Individual Development Plan (IDP).

Candidates can identify primary Developmental Assignments by either:

- Selecting a Developmental Assignment from those available on the web,
- Or negotiating a position directly with a host supervisor.

### **Nomination Form Completion**

Since the task of identifying and screening nominees is the responsibility of the Executive Resources Panel (ERP) at the Center, the candidate's application and IDP must:

- Clearly state specific objectives to be derived from participation in the LDP and how this developmental experience will meet the objectives of the employee's IDP.
- Contain strong endorsements from the immediate supervisor, line management and Center Director.
- Describe a reentry plan for the participant upon his or her return; and
- Contain an assignment description from the primary developmental assignment.

## PROGRAM DESIGN – KEY ELEMENTS

The program is framed around an integrated set of elements that serve as common threads across the yearlong LDP experience. These include a powerful results-based leadership model, a series of shared learning workshops and class training, tailored developmental and collateral assignments, customized individual training opportunities, rigorous leadership coaching and feedback, leadership benchmarking, and an Agency-wide results project.

### Results Based Leadership Model

- The philosophy of the LDP program is that ***leadership is about producing real results, leadership occurs at all levels, and optimal leadership learning occurs through doing.*** The LDP provides a way to transfer highly refined skills and talents to new situations, develop individual expertise and enhance the performance of the Agency's mission. The individual who makes the personal investment necessary to participate fully in the LDP is better prepared for his or her future career demands and changes.

The "Leadership Choices" model frames leadership simply and powerfully as a set of choices made around:

- **Alignment: Leaders consistently communicate in a way that influences others to find common values, create a shared vision and align behind a powerful mission.** Leaders communicate clearly about the values that guide them, their commitment to the mission and the picture of the future they want to create.
- **Results: Leaders focus on powerful results.** Leaders choose to target results that are observable, measurable, and valuable to the organization; results that connect to values, mission and vision; results that challenge the status quo. Leaders who choose results that benefit society bring to their work a fundamental understanding that "it's not about what you do, but rather about what gets done."
- **Action: Leaders keep themselves and others in action to produce results.** Leaders identify the steps necessary to achieve their desired results, enroll key partners who will support the effort, and hold themselves accountable for the success of the organization.



## Leadership Workshops & Schedule

Over the course of the year, the LDP class meets six times for leadership development and professional skills training. Each session builds on the previous sessions' work, preparing participants to re-enter their NASA careers at a new level of leadership and technical capacity. Workshops will be enhanced through a series of integrated training sessions designed to introduce skills and knowledge that will strengthen participants' new leadership awareness.

All workshops will involve pre-work assignments, structured interactions involving learning, coaching and feedback, and periodic videotaping to enable participants to actually view themselves in front of the group.

### Program Schedule

The LDP is a yearlong program. While developmental work assignments vary in length, all participants are required to participate in the scheduled events for the entire year.

June	<b>Orientation</b> - Initiates the process of leadership development and clarifies program requirements and participant expectations. Includes team building training.
August (this date will vary by participant)	<b>Developmental Work Assignments</b> – Participants move to developmental location and begin assignments.
September	<b>Results Workshop</b> – Participants continue to work on alignment of vision, values and mission and the identification of results. Includes Congressional briefing training and Agency Strategic Overview.
December	<b>Expanding Possibilities Workshop</b> – Participants identify barriers and resistance and actions needed to overcome these barriers. Includes Systems Thinking Training.
January 15	<b>Book of Wisdom Updates Due</b> - The Book of Wisdom is a “gift” from each class to the next that imparts their best ideas on how to make the LDP year a success.
February	<b>Accelerating Change Workshop</b> - Participants benchmark with outside leaders. Includes Negotiation Training.
February 15	<b>Mid-Term Report Due</b>
April	<b>Reentry Workshop</b> - Participants identify strategies and action plans for leveraging their learning after the year is complete. Includes leadership training aimed at understanding leadership lessons from America's history.
July 15	<b>Final Report Due</b>
July	<b>Celebration Workshop and Graduation</b> - Participants

	reinforce strategies for moving forward and celebrate program completion.
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In addition participants attend :  
Monthly Program Update Teleconferences  
Bi-Monthly NASA Leadership Briefings

# **Developmental Work Assignments**

## **General Information**

Participants engage in developmental work assignments designed to challenge them and increase their understanding of Agency, Federal and National issues. These assignments will vary widely both geographically and technically.

- Each participant is required to undertake developmental work assignments for up to one year, with a primary assignment of no more than nine months. Participants may engage in one or more collateral assignments.
- Assignments must be outside the participant's Home Center, but not necessarily outside their home geographic area. The minimal amount of time a participant must be away from their Home Center on a developmental work assignment is four months.
- The developmental work assignment provides opportunities for experiential learning in new tasks and functions, learning about the host organization's operations, and exposure to Agency-wide and government-wide issues and decision-making processes. Participants are encouraged to seek opportunities that will expand their scope of experience and understanding about how the Agency works and its impact on National goals and society.
- Often, participants from field Centers select a developmental work assignment at NASA Headquarters. The benefits of such an assignment have been tremendous for past participants, and are widely recognized by Center management.
- Participants not assigned to Headquarters take part in some LDP activities through teleconferences.

## **Developmental Work Assignment – Responsibility for Planning**

- The individual is responsible for coordinating with their home supervisors to determine the assignments and experiences that will best meet their development needs and the needs of their Center.

- In many cases, the positions described on-line by potential host organizations do not meet the specific needs of the individual participants or the Home Center.
- Each participant is encouraged to follow these steps to assure the best possible experience during the LDP year:
  1. Review current skills and abilities and identify areas where improvement or additional experience is desired. Participants are required as part of the LDP application process, to complete the NASA Development Programs Application Form (NASA Form 1591, May 03), which includes a gap analysis matrix.
  2. Identify the primary developmental objectives for the year with your supervisor and Center management.
  3. Explore developmental work assignments with your supervisor and Center management that will provide opportunities for acquiring leadership expertise and a broad understanding of NASA and its role in meeting National goals.
  4. Consult mentors, the training staff, or previous participants for additional ideas and suggestions.
  5. Identify your primary developmental work assignment responsibilities and obtain the endorsement from the LDP Host Assignment Supervisor, if possible.
  6. Follow your Centers instructions for completing required nomination forms.

The probability of being selected for the program is higher if the applicant thoroughly examines what he or she hopes to gain through participation and has described how selection would mutually benefit the applicant, the installation and NASA.

## **Developmental Work Assignment – Opportunities**

Current developmental work assignment opportunities identified by NASA Headquarters, Centers and outside organizations are available on this Web site, but they are not the only assignments possible. If an appropriate assignment is not available on the Web site, participants are encouraged to contact the organization they are interested in and negotiate an adjustment to the posted assignment or another assignment that will meet their developmental needs and those of the host organization.

Developmental work assignments may be made to positions of the same grade that do not have promotion potential. IPA authority is not to be used for NASA developmental work assignments.

## **Developmental Work Assignment – Selection Process**

- Potential candidates should begin to negotiate for a primary developmental work assignment as soon as feasible.
- Prospective host organizations prepare brief descriptions of potential developmental work assignments with major duties, and forward these in MSWord 6.0 to the Center LDP Coordinator to be uploaded to the LDP developmental work assignment website. Prospective participants may choose to negotiate for one or more of these positions, or negotiate an assignment specifically tailored to their own needs. The negotiation should involve the participant and both the Home supervisor and host developmental work assignment supervisor.
- The applicant's supervisor and Center Director should review and approve the developmental work assignment description to ensure that it is appropriate for the individual, and that it provides an opportunity for the applicant to develop the knowledge, skills and abilities s/he needs.

**NOTE: The applicant is responsible for notifying the LDP host developmental work assignment supervisor immediately after their selection into the program.**

## **Developmental Work Assignment - Documentation**

The following guidelines are to be followed for documenting details related to developmental work assignments outside of NASA. There are two Temporary Assignment Agreements: one for Assignments within the Federal Government and one for Assignments outside the Federal Government. Both Agreements can be found in the Forms section of this Web site.

### **INSTRUCTIONS COMPLETING AGREEMENTS FOR OUTSIDE DEVELOPMENTAL ASSIGNMENTS**

Prior to the start of any developmental assignment outside of NASA, employees will be required to complete an Agreement for Temporary Assignment. Templates for these outside assignments have been created for NASA's Development Programs. Employees need to start as early as possible since this process can take up to 90 days. Additionally, they should have a back up

assignment in case issues cannot be resolved between NASA and the outside organization.

Employees interested in pursuing outside developmental assignments as part of the Leadership Development Program, Project Management or Senior Executive Service Candidate Development Program are required to:

1. Obtain home supervisor's endorsement of the proposed assignment in writing. This endorsement should explain the benefits of the outside assignment to the home organization. If the outside assignment is already part of an approved IDP or Development Program Application Form, signed by the supervisor, no additional endorsement is required. This endorsement will become part of the employee's developmental program file.
2. Contact the outside organization and obtain a verbal agreement to pursue a temporary developmental assignment including the specifics of the assignment. **Corporations may have concerns about proprietary information and may be unwilling to sign this agreement. Consequently, the corporation's legal office should be made aware of the assignment at the earliest opportunity.**
3. Complete the appropriate Agreement for Temporary Assignment in Draft.
4. Provide this draft to the Developmental Program Manager, along with a point of contact and phone number at the outside organization. The Developmental Program Manager will obtain a review and approval of the NASA Headquarters Office of the General Counsel and the:
  - a. Office of External Relations where an assignment includes foreign travel or collaboration with foreign nationals, whether domestically or abroad, or
  - b. Office of Legislative Affairs if the proposed assignment is with a Congressional Office or Committee, or
  - c. Office of the Administrator of the proposed assignment is with an office within the White House.
5. Provide a copy of the draft to the outside organization.
6. Notify your Center Ethics Officer of your proposed outside assignment and ensure that you have taken ethics training within the last year.
7. After preliminary approvals have been received, obtain the organization's required signatures.
8. Resubmit the agreement to the Developmental Program Manager. The Developmental Program Manager will obtain the signature of the AA for Human Resources and Education.
9. The signed Agreement will be added to your developmental program file.
10. NASA employees should not sign a non-disclosure agreement. Signing such an agreement could cause the employee to become personally liable for any disclosures. In addition, the employee does not have the authority to bind NASA. NASA employees are still subject to 18 USC § 1905, which governs disclosure of confidential information for actions taken while on

outside assignment. For further information regarding this section, please consult your Center Patent Counsel.

**Note:** The NASA Comptrollers signature is not required for non-reimbursable agreements for outside developmental assignments as long as funding to support the assignment is available within the program budget

## **Collateral Work Assignments**

- Each participant who is engaging in developmental work assignments longer than the minimally required four months, is required to complete a collateral assignment designed to broaden a participant's understanding of cross-Agency, national, or global issues.
- For participants engaging in one-year developmental work assignments, collaterals must be at least 90 days and performed in an organization outside the original developmental work assignment organization. The length of the collateral for participants engaging in assignments less than one year will vary.
- The time frame associated with the collateral work assignment is determined by the nature of the duties and by joint agreement between the participant and the collateral assignment supervisor. Usually the length of the collateral will be a minimum of three months to a maximum of six months.
- Participants are expected to pursue collateral work assignments outside their technical or program area. Outside organizations such as industry, academia and other Federal agencies are also possible locations for collateral assignments. International collateral work assignments may also be arranged under special circumstances.
- The Training and Development Division assists in making arrangements for collateral work assignments. Usually participants complete the requirement in the second half of the program after they have had a chance to identify an appropriate learning opportunity.

## **Training**

### **Program Training**

During each of the six workshops participants engage in training related to the development of leadership knowledge and skills. While this training can vary from year-to-year participants will normally attend training in:

- Congressional Operations
- Agency Strategic Overview
- Negotiation Training
- Systems Thinking Training

## **Customized Individual Training Opportunities**

Each participant will have the opportunity to participate in customized training opportunities designed to meet the individual's needs. Individual training needs should be discussed with the Home supervisor and identified in the participant's IDP. Training may include:

- Workshops related to their work assignment or developmental objective.
- Executive development programs conducted by organizations outside of NASA (encouraged but not required).
- Short management seminars, technical workshops or other selected courses.
- Tuition: All training must be requested on a NASA Headquarters Form 56 and submitted to the LDP Program Director at least two weeks prior to the start of the training course. If travel is required for training, the developmental work assignment Host supervisor or the Home Center must request it.



## **Mentoring and Coaching**

### **Selecting a Mentor**

Once a participant is accepted in the LDP they will be assigned a transition mentor, someone who has recently participated in this program. This individual will help the participant prepare for the program and provide guidance on moving and travel concerns. This mentor will normally be someone from the person's Home Center. Participants are encouraged to maintain this relationship to gain support in understanding the issues they could face upon return to their Home Center.

Participants are also required to have an Executive mentor. This Executive mentor ideally is someone from the Center's top leadership who would be available to support and guide the participant during their year and helps identify developmental work assignments that will enable the participant to better support the Center upon their return. They can also help the participant plan how they can best share and use their experience once they return to the Center.

### **Coaching in the LDP**

At each LDP session, as well as in individual sessions during the year, participants will have access to personalized leadership coaching and feedback from the team of Program Leaders and consultants supporting the program. This resource is intended to allow highly individualized input on assessing leadership strengths and areas needing development.

Each participant is provided with a minimum of 1.5 hours of leadership coaching. Coaching sessions are tailored to meet specific requirements of the participants and incorporate the Myers-Briggs Type Indicator and other specialized instruments where necessary.

### **Current Program Coaches**

Cindy Zook has 20 years experience coaching individuals, teams and organizations in both the public and private sectors. She was instrumental in co-creating and applying the Leadership Choices Model and coaching framework for the Council for Excellence in Government.

John Riordan is in his third year of using the Leadership Choices Model with the Council in providing leadership coaching for their Fellows Program and the State of Maryland's Leadership in Action Program. In addition, he has worked for over

three years with both public and private sector individuals and teams providing leadership coaching.

Dr. Libby Brown has 20 years experience providing coaching and counseling to individuals in private practice. She recently joined Cindy Zook and Associates and is providing leadership coaching to individuals and teams in organizational settings

## Leadership Benchmarking

Throughout the year the LDP participants will be interacting with many of NASA's top leaders, as well as effective leaders from a variety of sectors. These structured interactions, in a variety of formats, are intended to provide participants with access to the current leadership thinking that is guiding this Agency into the future. They also provide an opportunity to learn from a variety of leadership styles, practices, and examples from inside and outside NASA.

- **NASA Leadership Briefings:** Throughout the LDP year, participants will have the opportunity to engage with top leadership from across NASA. Regularly scheduled briefings involve Associate Administrators, Center Directors and other leaders from across the Agency.
- **Benchmarking** is the process of looking at “best practices” in leadership, and then applying insights to your own leadership. Leadership Benchmarking is an intentional, structured learning process involving preparation, real-time observation, comparison and follow-up action and application. During the year, participants will have the opportunity to benchmark a variety of effective leaders from the federal sector, private industry, and/or non-profit organizations.

## Agency-Wide Results Project

The NASA Leadership Development Program aims to develop leaders who produce ***extraordinary results***. Effective leaders are willing to paint a vision of the future, put a stake in the ground, and then work with others to figure out how to produce that result.

The LDP Results Project is intended to provide participants with an opportunity for immediate practical application of the leadership theory and skills they are learning ***in order to achieve Agency goals and produce real, measurable results that matter to the Agency and to the American people***.

- The results project provides a “real world” leadership experience that requires participants to collaborate in cross-Agency teams, test and stretch their leadership, and make a real contribution to NASA’s mission.
- Participants will organize into teams around a result topic proposed by Code A or a NASA Enterprise that supports the Agency’s mission. The teams will then define measures for their result, gather relevant data, and develop strategies for action.
- The targeted result and the effort to achieve it will be real – not a “simulation”.
- Teams will be challenged to set challenging goals, and develop and implement action plans in order to complete their effort by Graduation.

## ACCOUNTABILITY AND PERFORMANCE

For the LDP to be effective there needs to be feedback and accountability at multiple levels. Program accountability will be reinforced through both informal and formal structures, including direct feedback, program requirements, reports and evaluation.

### Accountability

During the LDP year:

**Participants** continue to be accountable to the Agency and their Center Directors and supervisors for individual performance and ability to realize mission results. During their LDP year, participants are also accountable to the LDP Program Director and their classmates for staying fully engaged in the program, attending all pre-scheduled events and:

- a. Producing tangible mission results,
- b. Being open to feedback and new ideas,
- c. Taking risks,
- d. Maintaining an Agency-wide, "One NASA" perspective,
- e. Willingly taking on leadership roles,
- f. Actively working to build relationships for the good of the NASA mission,
- g. Maintaining unquestioned integrity, and
- h. Maintaining a high level of technical competence.

All participants must meet the following requirements in order to qualify for completion of the LDP:

- A pre-LDP entry meeting with the Center Director, coordinated by your Center LDP Coordinator, to discuss the individual's developmental focus and the Center's needs,
- Attendance at all six LDP learning workshops,
- At least 80% attendance at NASA Leadership Benchmarking Briefings, and
- At least 80% attendance at Monthly Program Updates

**Host Developmental Work Assignment Supervisors** are accountable to the Agency for ensuring participants have challenging assignments that expose them to the higher and broader level of the Agency and to the organization in which they are assigned. Host developmental work assignment supervisors are expected to have a high level of involvement with the participant to provide technical guidance and overall mentoring and supervision.

**Center Directors, Human Resource Directors and Home Supervisors** are accountable to their participants and to Agency leadership for the Center's participation in the program, including success in using the program as a strategic succession-planning tool for highly qualified executive candidates. The Center Director, Human Resource Directors and supervisors are also accountable for enabling Agency-wide mobility.

**The LDP Program Director** is accountable to the Agency, Center Management and participants for over all high quality and results of the program.

The Headquarters Training and Development Office will provide feedback annually to Code A, Enterprise Heads and Center Directors on participant participation and results achieved.

## **Performance Reporting**

### **Participant's Performance Appraisal**

Participants in the LDP remain under the Performance Appraisal Program of their sponsoring organization during the program year. **The performance plan developed for participants in the program must include objectives and performance requirements applicable to their developmental work assignment.** Performance against these requirements must be given appropriate consideration in the final assessment of performance during the appraisal period.

The performance appraisal process will involve both the home supervisor and the developmental work assignment supervisor. Program reports will be useful in this process, and the participant's Individual Development Plan may serve as the basis for the performance plan to cover the program year. The host developmental work assignment supervisor is responsible for providing needed information to the home supervisor as requested. Assessment of the participant's performance during the program year is the responsibility of the developmental work assignment supervisor. Usually the program reports are sufficient to meet this requirement.

The home supervisor has final approval of the rating. Participants should discuss this issue with the home supervisor to ensure that he or she understands the process. Participation in the program should not have a negative impact on pay determinations.

### **LDP Program Reports**

Both the program participant and host developmental work assignment supervisors prepare a mid-program and a final report. These reports are used by LDP management to monitor the progress of the participants, and inform the sponsoring organization of the LDP participant's activities. The final report is also the documentation used as evidence of successful completion of the program.

As host supervisors' assessments are included in these reports, they also serve as a tool for the home supervisor to evaluate the performance of his or her employee during their developmental assignment. The participant is responsible for providing these reports to the HQ Training and Development Division and sending copies to the management officials and training office at their Home Center.

### **Mid-Program Report**

**By February 15**, each participant prepares and submits the report to the LDP Director. This report should emphasize the significant accomplishments and progress being made in acquiring the knowledge, skills and abilities outlined in the participant's Individual Development Plan. It should also cover any significant changes in the assignment, problems preventing completion of planned activities, and plans for overcoming problems.

### **Final Program Report**

**By July 15**, each participant submits the final report to the LDP Director. The report should emphasize the experience gained during the LDP, the opportunities it provided and how the participant's plans to apply the knowledge and skills gained toward the achievement of NASA's goals upon return to his/her Home Center. This is an opportunity for the participant to inform the home supervisor of new abilities as well as desired ways of using the knowledge and skills in future assignments.

### **Program Evaluation**

Participants are also required to complete a final Program Evaluation. This feedback helps ensure the program continues to meet the needs of the Agency and is of the highest quality.

The Training and Development Division ensures that all levels of the LDP are evaluated annually. This evaluation is conducted using questionnaires (both descriptive and attitudinal in nature) and by conducting interviews with participants (current and/or past) and supervisors. Through this evaluation process, a better understanding of the strengths and

weaknesses of the program are determined, and actions are taken annually to improve the program.

Feedback on program effectiveness, including the impact on mission results and the effectiveness of the LDP in supporting NASA succession planning goals, is provided to Agency management annually. Center Directors are also provided feedback on the progress of past participants and Center specific impacts.

## ADMINISTRATION AND TRAVEL

### Funding

Centers are responsible for paying the salaries of participants for the year and for travel for the Orientation Workshop and Planning Trip. The Training and Development Division, Code FT, funds training, *per diem*, and LDP-related travel once the participant starts their assignment. Travel required as part of developmental work assignments are paid by the host organization under separate travel orders.

### Travel Procedures and Authorization

**NOTE:** All references to travel and reimbursement limitations or any other regulation should be discussed with the local officials responsible for the requirement.

**Home Center Responsibility:** Home Centers will budget for and fund the *per diem* and travel costs for the Orientation and Planning Trip.

**Orientation Trip:** Normally scheduled in June (specific dates are announced by May). Home Center LDP Coordinators will prepare the travel orders.

**Planning Trip:** Normally scheduled in June or July. Allows participant to meet with their host developmental work assignment supervisor to discuss their assignment and to make their housing arrangements for the year. This trip is normally combined with the Orientation (for those coming to the Washington, DC area) or follows the Orientation.

**Headquarters Responsibility:** The Headquarters Training and Development Division will budget for and fund the *per diem* and costs for the following trips. Yearlong travel orders (Travel Request and Authorization, NASA Form 372) for these trips are prepared and approved by Code FT and will be given to program participants at the Orientation Workshop.

**Initial Trip** (using the participant's privately owned vehicle, if desired) to the work assignment location **and Return Trip** to the sponsoring installation at the completion of the program. Reimbursement will be authorized for shipping up to 1000 pounds (by Government bill of lading) if the participant travels by common carrier to the work



assignment and back. No reimbursement will be authorized for transporting excess baggage (household goods, etc.) by a do-it-yourself moving method when the participant is authorized use of a privately owned vehicle.

**Home Center and Reentry Trips** are authorized for return to the Home installation so that management can update the participant on program activities and discuss their learning progress and how it relates to Center goals and potential reentry options. During the program year, participants are allowed two performance assessment trips and one reentry trip to the Home Center. Since the participant cannot receive *per diem* at the permanent duty station, there are no limitations on the length of time for the reentry trip. The participant and the appropriate supervisors arrange this trip, and no additional travel orders are required. Rental cars are not authorized for these trips.

**In-Program Trips:** Trips are authorized for the following mandatory workshops: Results, Expanding Possibilities, Reducing Barriers, Reentry and Celebration/Graduation. No additional travel orders are required for these trips unless the participant's developmental work assignment location is the same as their Home Center location.

Since Goddard Space Flight Center (GSFC) is located within the Washington, DC metropolitan area, GSFC participants working at Headquarters (or Headquarters participants working at GSFC) are not considered to be on travel status, and no travel or parking expense is authorized for them.

**This section is based on procedures in place at this time. It is expected that the 2003-2004 LDP participants will probably operate under Travel Manager in IFMP. When that conversion takes place, additional guidance will be provided.**

The "TAW" Number is the unique Travel Authorization Number that appears at the top of the Travel Request and Authorization (NASA Form 372) and will be used in Block 7 of the Travel Voucher (Standard Form 1012). This number is used to keep track of the travel order and the vouchers used to claim expenses against it. When completing the travel voucher, it is important that the correct TAW from the travel order be used on the voucher.

The Travel Voucher (Standard Form 1012) is used to claim reimbursement for travel expenses incurred by the traveler. This form is used for every travel situation you will encounter during your program assignment.

The original copy of the voucher must be signed in **blue** ink with 3 copies of the completed voucher, a copy of the travel orders form, and all receipts mailed to Code FT. (Be sure to keep a copy of all vouchers, orders, and receipts for your

own files. Copies have been lost in transit.) The original travel orders should not be handed in until your final voucher.

Submit travel vouchers to:

Linda Landrus  
Code FT  
NASA Headquarters  
Washington, DC 20546  
Telephone: 202-358-0176

Code FT authorizes payment of the vouchers; however, actual processing for payment is done at the GSFC financial office. An audited copy of your travel vouchers will be mailed to you **only if** the Travel Office at GSFC made adjustments. Direct Deposit is the only method used for reimbursement.

Sample of vouchers and the instructions can be found in the forms section of this Web site.

## **Travel Other Than the Authorized Program Trips**

The office hosting the participant is responsible for funding all travel related to the developmental work assignment and preparing the travel orders for the travel. When a participant is directed to travel on temporary duty away from the developmental work assignment location, the participant "Temporary Duty *Per Diem* Rate" is reduced.

## **Per Diem Authorization**

Participants on extended TDY are authorized daily *per diem* rates in accordance with FMM Appendix 9743 for extended duty in the relevant geographical area. By law, *per diem* is discontinued during periods of annual leave, and under no circumstances can *per diem* be paid when the traveler returns to his or her permanent duty station.

## **Leave**

Since *per diem* is discontinued during periods of annual leave, participants may wish to use as much of their annual leave as possible before beginning their extended temporary duty assignment. *Per Diem* is paid for sick leave that does not exceed 14 consecutive working days. Official time and attendance records are maintained at the participant's Home installation. Participants must coordinate with their Home supervisor on time and attendance reporting requirements.

## **Policy on Job Offers**

Agency policy specifies that no official will make any job "offer" to a LDP participant during the program year. This policy does not restrict the participant's right to apply for advertised vacancies during the program year and to accept the new position if selected. Agency-wide mobility is encouraged.

## **Family Considerations**

Participants who consider the LDP must also consider the effects of the program and geographical relocation on family members. Some participants elect to bring their families with them to the new location while others choose to come alone. Either way, the program may present stressful situations for all involved. We strongly urge all potential participants to discuss the likely impact of the program with others who will be affected. One suggestion is to discuss the pros and cons with previous participants and, if possible, arrange for other family members to be present for the discussion. There is no one solution for every family situation, but everyone involved should have a voice in the decision. The Training and Development Division at NASA Headquarters can provide information on family considerations and names of previous participants willing to share their experiences.

## **REENTRY AND AGENCY MOBILITY**

### **Reentry Process**

Returning to the Home organization after participating in long-term developmental programs has presented challenges for past development program participants and their installations. Reentry can be successful if it is fully discussed prior to the nomination process, but can lead to problems and disappointments when participants or supervisors assume this is understood without addressing individual expectations.

The purpose of the LDP is to provide an Agency-wide succession-planning tool. As such, the LDP is designed to equip participants to take on positions of broader responsibility within the Agency. While a promotion is not a guaranteed outcome of the program, graduating participants should be better prepared to take on more challenging leadership roles and make a greater contribution to the Center and NASA.

It is important, therefore, that the issue of reentry be discussed before the program starts and as the year progresses. The NASA Developmental

Program Application Form (NASA 1591) requires the individual, along with their supervisor and Center Director, to identify a reentry strategy for the participant prior to being accepted into the program.

The most successful reentry occurs when expectations are addressed during the initial planning of the participant's nomination. In most cases, the sponsoring organization will fill the participant's job after the participant vacates it. When this happens, even on a temporary basis, it is mandatory that the participant be informed of this action and understands the organization's commitment to him or her after completing the LDP. Otherwise, the participant suffers unnecessary anxiety and uncertainty about his or her future.

Aligning the participant's new skills, knowledge and abilities with the needs of the Home Center is not always easy to arrange upon the individual's return. When a good fit is not immediately available, Centers are encouraged to work with the participant to develop three to four month rotational assignments within the Home Center following the individual's return. These rotational assignments provide an opportunity to ensure that the knowledge and skills gained by the participant are used to meet the current needs of the Home Center.

## **Communication: A Two-Way Street**

Past experience has shown that participants who have experienced the most successful reentry, worked deliberately and systematically to maintain open communication with their sponsoring organization during the LDP year. Although this fact is emphasized to participants at their Orientation, the sponsoring organization supervisor is also responsible for staying in touch and keeping the participant informed.

## **Reentry Workshops/Trip**

The HQ Training and Development Division assists with reentry throughout the program year by providing training devoted to communications and the formal reentry process. During the last few months of the program, each LDP participant returns to the Home installation to review their reentry status, brief managers on program events and gain information on current events back home. This trip is specifically planned to enable a smooth reentry. Participants are also encouraged to actively inform their managers of their desire to apply the knowledge and experience gained from participating in the LDP.

If reentry plans have not been resolved, this trip is used to plan the reentry position and any new assignments. The discussions during this process

require the employee, supervisor and Center Director to share their expectations, review available options, and gain a clear understanding of the situation.

The participant must keep in mind that participation in the LDP is a developmental opportunity and not a commitment for a future position or for future promotions. Just as the program is a long-term development program, the maximum rewards and value from participation are also derived over time.

## **Agency Mobility**

Mobility, or the willingness to move within the Agency, is also an important concern for NASA. As employees move upward, the opportunity to broaden their experience by working in other areas of the organization becomes more important. For the highest positions in NASA, it is expected that individuals will have had experience in more than one NASA organization and Center.

Historically, approximately 30 percent of program participants change Centers or organizations within one year after completing a developmental assignment.